

Directorate of Administration

17 April 1986

NOTE TO: All DI Employees

After nearly four and a half years as Deputy Director for Intelligence, I move to my new position with anticipation and yet regret. I moved into the DDI position in 1982, which was a challenging year for all of us as a result of the Directorate reorganization, the change of leadership, and the many new steps we implemented to improve our analysis. We survived that year, the new offices passed through the rough patches, and I believe the Directorate has gone on to make important improvements in the quality of our work. Our analysts now have, I will assert, more influence and access than at any time in the Agency's history. Policymakers and Congress alike have a voracious appetite for the Agency's information and analysis.

In the last four years, the Directorate has grown very fast, but not as fast as the number and complexity of the issues that we are expected to report and analyze. It is a tribute to everyone in the Directorate -- managers, analysts and those who support them in so many ways -- that quality, accuracy, timeliness and relevance have improved significantly in this high-pressure environment.

Improving the quality of our work, however, is not a project we complete and put behind us. It is an open-ended process of searching for new and better ideas and ways of doing business, keeping an open mind, seeking insights outside our own circle, accountability, staying in touch with the users of our assessments and, above all, aggressively pursuing relevance.

Working with you the past four years has been a challenging experience. After reviewing literally thousands of your research papers, PDBs, and other drafts, I, perhaps better than anyone, can attest to your dedication, creativity, expertise and integrity. While I will miss reviewing your drafts -- but will understand a certain sense of relief on your part that this cup has passed -- I will be reading and using what you publish and will continue to need your support. We've all worked especially hard the last several years. The results show it and I am very proud to have served with you. Don't let up!



Robert M. Gates
Deputy Director for Intelligence

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